



3838 North Rural Street
Indianapolis, IN 46205
tele 317-221-2000
fax 317-221-2020
www.hhcorp.org

Board of Trustees

Meeting Minutes July 28, 2026

A meeting of the Board of Trustees (Board) of the Health & Hospital Corporation of Marion County, Indiana (HHC), was held on Tuesday, July 28, 2026, in the Faegre Drinker Conference Room of the Rapp Family Conference Center located at 720 Eskenazi Avenue in Indianapolis, Indiana 46202.

Board members' attendance:

- Present in-person: Robert W. Lazard, Chairperson; Carl L. Drummer, Vice Chairperson; Gary R. Fisch, MD; Thomas Hanify; Brenda S. Horn; and Michael O'Brien
- Present via Webex: None
- Absent: Kelly A. Doucet

An opening prayer was provided by Bishop Robert Lyons, Spiritual Care Manager, Eskenazi Health (EH).

Mr. Lazard called the meeting to order at 2:01 p.m.

Mr. Lazard then introduced the Consent Agenda, which included the following items: Board minutes from June 16, 2026; Memoranda of Executive Session from June 16, 2026; Treasurer & CFO Report, including the June 2026 Cash Disbursements; the following clinical privilege forms: Advanced Practice Registered Nurse; Physician Assistant; Obstetrics/Gynecology; Orthopaedics; Radiology; Radiology-Associate Staff; Surgery; and Surgery-Associate Staff; the Medical Staff Appointments, Reappointments & Changes to Privileges; and the following medical staff policies: No. 700-103: Medical Education-Patient Care Involvement; and No. 700-114: Board Certification.

Mr. Hanify moved to approve the Consent Agenda, and Mr. O'Brien seconded the motion. The Board unanimously approved the Consent Agenda via roll call vote.

Mr. Lazard next introduced General Ordinance No. 1-2026: Adoption of MCPHD Fee Schedule. Anne O'Connor, General Counsel, HHC, read the ordinance by title, and Tara Parchman, Director of Finance, Marion County Public Health Department (MCPHD), provided an overview. Mr. Lazard conducted a public hearing on the ordinance, but no member of the public appeared to speak. Ms. Horn then moved to approve the ordinance, and Mr. Drummer seconded the motion. The Board unanimously approved the ordinance via roll call vote.

Next, Mr. Lazard introduced General Ordinance No. 2-2026: 2027 Budget, and Ms. O'Connor read the ordinance by title. Paul Babcock, President & Chief Executive Officer (CEO), HHC, commended staff for their work in compiling balanced operating fund budgets that enable the corporation to finalize all existing construction projects. Mr. Babcock noted that HHC explored the possibility of levying the HHC Bond Retirement Fund - Eskenazi Property Tax Levy but decided against doing so for this year's budget. James Simpson, Interim Chief Financial Officer (CFO) & Assistant Treasurer, HHC, then presented an overview of the ordinance, highlighting that the total budget amount is just under \$3 billion. Mr. Simpson also stated that the EH Enterprise Fund is facing \$155 million in revenue losses or reductions, with \$70 million due to changes to the State Directed Payment Plan. Last, Mr. Lazard announced that the ordinance will be introduced for a public hearing at the Board meeting scheduled for August 11, 2026.

Mr. Lazard then introduced the Preliminary Determination to Issue Bonds, and Mr. Simpson reported that the issuance establishes a tax levy on HHC's bond retirement fund for 2027 and thereafter. Mr. Lazard conducted a public hearing on the preliminary determination, but no member of the public appeared to speak. Mr. Lazard then noted that a second public hearing on the issuance will be conducted on August 25, 2026.

Mr. Lazard next introduced the nomination of Abigail Lewis to the Sandra Eskenazi Mental Health Center (SEMHC) Advisory Board. Ashley Overley, MD, CEO, SEMHC, outlined Ms. Lewis' resume and credentials. Dr. Fisch moved to approve the nomination, and Mr. Hanify seconded the motion. The Board unanimously approved the nomination via roll call vote.

Mr. Simpson then presented the June 2026 Budget Basis Revenue and Expenditures.

Mr. Simpson concluded by presenting the Finance & External Audit Committee Report, stating that the committee heard a presentation on General Ordinance No. 2-2026, which he delivered alongside Ms. Parchman; Nicole Harper, CFO, EH; and Mark Dice, CFO, American Senior Communities (ASC). Mr. Simpson also shared that he provided a report to the committee regarding the Preliminary Determination to Issue Bonds.

Karen Holly, Director of Operations, MCPHD, presented the MCPHD Report, announcing that MCPHD launched the Community Health Improvement Plan on June 25. Ms. Holly also stated that MCPHD will host various vaccine clinics through August 26 for children in kindergarten through 12th grade. Last, Ms. Holly noted that MCPHD launched a newly redesigned website at marionhealth.org.

Lisa Harris, MD, CEO, EH, presented the EH Report, sharing that registration is open for the 2026 Burn Symposium scheduled for September 17 and 18. Dr. Harris also encouraged expectant mothers who need support and resources to participate in EH's Navigating Every Step Together Program. Last, Dr. Harris stated that from April 2025 to June 2026, Medicaid enrollment in Marion County declined by 29%.

Dr. Overley then presented the SEMHC Report, providing an update on the transition of services to SEMHC from four facilities formerly served by Community Fairbanks Behavioral Health. Dr. Overley noted that the transition includes approximately 500 patients and requires SEMHC to add 60 full-time equivalents, and that all management positions have been filled by incumbent

leaders. In addition, Dr. Overley stated that SEMHC has added 14 schools previously served by Community Health Network.

Daniel O'Donnell, MD, Chief, Indianapolis Emergency Medical Services (IEMS), presented the IEMS Report, highlighting that the department swore in 23 new emergency medical technicians and paramedics on July 3. Dr. O'Donnell also shared that during the recent extreme heat events, IEMS responded to 131 heat-related calls. Dr. O'Donnell then reported that the department set a single-day record of 474 responses on July 15. Last, Dr. O'Donnell invited Board members to attend the IEMS Awards Banquet on September 14 and 16.

Julie White, Vice President of Long Term Care (LTC), HHC, presented the LTC Report, announcing that 81 of 85, or 95%, of residents and their family members expressed satisfaction with the care received at HHC-owned facilities (Facilities). Ms. White also stated that during state and federal audits, HHC averaged 3.3 deficiencies per survey, which is better than the state and national averages of 5.8 and 7.4 deficiencies, respectively. Last, Ms. White noted that 60 Facilities achieved a 3-star or above overall rating by the Centers for Medicare & Medicaid Services, which is an improvement from 57 Facilities in 2025.

Ms. White continued by presenting the LTC Committee Report, stating that the committee heard the following reports: Ms. White and Philip Benson, Director of Quality Review, HHC, presented metrics from quarter one of 2026; Andy Shane, Chief Operating Officer, ASC, shared a capital expenditure summary; Mark Dice, CFO, ASC, provided a financial update from quarter one of 2026; Mindy Shapiro, Chief Compliance Officer, ASC, reported compliance metrics from quarters one and two of 2026; and brief reports were delivered by Mr. Babcock and Steve Van Camp, CEO, ASC. Ms. White concluded by showcasing that the American Health Care Association recently conducted an on-site visit to evaluate Todd-Dickey Nursing & Rehabilitation for a Gold Quality Award, which would be the first Gold recipient in Indiana.

Angela White, President & CEO, Eskenazi Health Foundation (EHF), presented the EHF Report, highlighting that the foundation secured \$250,000 from a first-time donor to fund evaluation metrics for the SEMHC Certified Community Behavioral Health Center.

Mr. Lazard concluded by stating that the next meeting of the Board will be held at 2 p.m. on Tuesday, August 11, 2026.

Ms. Horn moved to adjourn the meeting, and Mr. Lazard adjourned the meeting at 3:14 p.m.


Robert W. Lazard
Chairperson


Paul T. Babcock
President, CEO & Board Secretary